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# Checklist supplement and illustrative financial statements for construction contractors : a financial accounting and reporting practice aid, October 1996 edition

American Institute of Certified Public Accountants. Technical Information Division

Karyn Waller

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**AICPA**

**OCTOBER 1996  
EDITION**

# ***Checklist Supplement and Illustrative Financial Statements for Construction Contractors***

*A Financial Accounting and  
Reporting Practice Aid*

*To be used in conjunction with Checklists and  
Illustrative Financial Statements for Corporations*

*Edited by  
Karyn M. Waller, CPA  
Technical Manager, Accounting and Auditing Publications*

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**ACCOUNTANTS**



*Checklist Supplement and Illustrative Financial Statements for Construction Contractors* has not been approved, disapproved, or otherwise acted upon by any senior technical committees of the American Institute of Certified Public Accountants or the Financial Accounting Standards Board and has no official or authoritative status.

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# FSP Section 5000

## *Checklist and Illustrative Financial Statements for Construction Contractors*

.01 The checklist and illustrative financial statements included in this section are not designed to be applied to the financial statements of government contractors.

.02 The checklist and illustrative financial statements have been developed by the staff of the Accounting and Auditing Publications Team of the AICPA as nonauthoritative technical practice aids. Readers should be aware of the following:

- The checklist and illustrative financial statements are “tools” and in no way represent official positions or pronouncements of the AICPA.
- The checklist and illustrative financial statements are to be used in conjunction with the “Checklists and Illustrative Financial Statements for Corporations” (FSP sections 2000–2600) and have been updated to include relevant accounting pronouncements through FASB Statement of Financial Accounting Standards No. 124, FASB Interpretation No. 41, FASB Technical Bulletin No. 94-1, AICPA Statement of Position No. 95-5, AICPA Practice Bulletin No. 14, AICPA Audit and Accounting Guide *Construction Contractors* (with conforming changes as of May 1, 1996), and FASB Emerging Issues Task Force consensuses reached through March 1996. The checklist and illustrative financial statements should be modified, as appropriate, for subsequent pronouncements. In determining the applicability of a pronouncement, its effective date should also be considered.
- The checklist and illustrative financial statements should be used by, or under the supervision of, persons having adequate technical training and proficiency in the application of generally accepted accounting principles, generally accepted auditing standards, and statements on standards for accounting and review services.
- The checklist and illustrative financial statements do not include all disclosures and presentation items promulgated. The referenced standards should be reviewed if clarification is needed to determine whether the disclosure indicated is required or suggested, and to what extent each disclosure is relevant to the statements being presented.

.03 Users of the checklist and illustrative financial statements are urged to refer directly to applicable authoritative pronouncements when appropriate. If you have further questions, call the AICPA Technical Hotline.

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**Note:** This publication was extracted from sections 5000 through 5300 of the AICPA *Financial Statement Preparation Manual* (FSP).

# FSP Section 5100

## *Introduction*

.01 The range of size and sophistication of companies in the construction industry has produced a variety of construction-type contracts and types of business enterprises that use them.

.02 The organizational structure, resources, and capabilities of contractors tend to vary with the type of construction activity.

.03 Common accounting and reporting practices by contractors include:

- The predominant practice is to present balance sheets with assets and liabilities classified as current and noncurrent on the basis of one year or the operating cycle. An unclassified balance sheet is also acceptable.
  - Costs and estimated earnings in excess of billings are classified as current assets, and billings in excess of costs and estimated earnings are classified as current liabilities.
  - Net debit balances for certain contracts should not be offset against net credit balances of other unrelated contracts.
  - Contractors frequently participate in joint ventures, corporations, and general or limited partnerships. These may be reported as investments or combined or consolidated in the financial statements.
  - The percentage-of-completion method of contract accounting is preferable, but the completed-contract method is also acceptable in certain circumstances.
  - The method of revenue recognition should be disclosed.
  - A provision for losses on a contract should be made as soon as the losses become evident, regardless of the method of accounting for the contract, and reported as a liability or deducted from any related accumulated costs.
  - Contractors are encouraged to present backlog information.
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# FSP Section 5200

## *Financial Statements and Notes Checklist*

.01 This checklist has been developed by the staff of the Accounting and Auditing Publications Team of the AICPA as a nonauthoritative practice aid and is to be used in conjunction with the "Checklists and Illustrative Financial Statements for Corporations" (FSP sections 6000–6600). This checklist has been developed especially for use in audits of construction contractors. Included are only the disclosures typically required in financial statements of construction contractors. Accordingly, users should carefully consider the need to modify the checklist for any additional disclosure requirements and/or reporting situations encountered during the engagement.

.02 For each item, place a check mark in the "Yes," "No," or "N/A" (not applicable) column. Add additional explanations such as "N/M" (not material) if necessary.

### .03 Explanation of References:

AAG =	Reference to section number or appendix in AICPA Audit and Accounting Guide <i>Construction Contractors</i> (with conforming changes as of May 1, 1996)
AC =	Reference to section number in FASB <i>Accounting Standards—Current Text</i>
APB =	AICPA Accounting Principles Board Opinion
ARB =	AICPA Accounting Research Bulletin
SFAS =	FASB Statement of Financial Accounting Standards
SOP =	AICPA Statement of Position

### .04 Checklist Questionnaire:

	<u>Yes</u>	<u>No</u>	<u>N/A</u>
<b>General</b>			
<b>A. Accounting Policies</b>			
1. Is the method of reporting affiliates disclosed relative to:			
a. The consolidation policy when consolidated statements are presented? [ARB 51, par. 5 (AC C51.108)]	_____	_____	_____
b. Investments in joint ventures? [AAG, par. 6.21; APB 18, par. 20 (AC I82.110)]	_____	_____	_____
c. Other affiliates? [AAG, par. 6.21; APB 18, par. 20 (AC I82.110)]	_____	_____	_____
2. If the operating cycle exceeds one year, is the range of contract durations disclosed? [AAG, par. 6.21]	_____	_____	_____

	<u>Yes</u>	<u>No</u>	<u>N/A</u>
3. Income recognition:			
a. Is the method of recognizing income (percentage-of-completion or completed-contract) disclosed? [AAG, par. 6.21; SOP 81-1 (AAG, App. A), par. 21]	_____	_____	_____
b. If the percentage-of-completion method is used, is the method of computing percentage of completion (such as cost-to-cost, labor hours, units of output, etc.) disclosed? [AAG, par. 6.21; SOP 81-1 (AAG, App. A), par. 45]	_____	_____	_____
c. If the completed-contract method is used:			
(1) Is the reason for selecting that method disclosed? [AAG, par. 6.21]	_____	_____	_____
(2) Are the criteria which were employed to determine substantial completion, disclosed? [SOP 81-1 (AAG, App. A), par. 52]	_____	_____	_____
d. Where applicable, is the policy with respect to combining or segmenting contracts disclosed? [SOP 81-1 (AAG, App. A), par. 21]	_____	_____	_____
e. If the basic accounting policy is percentage-of-completion, but the completed-contract method is used for a single contract or group of contracts because the criteria for the use of percentage-of-completion are not present, is such a departure from the basic policy disclosed? [AAG, par. 2.06; SOP 81-1 (AAG, App. A), par. 25]	_____	_____	_____
4. Is the following contract cost information disclosed:			
a. The aggregate amount included in contract costs representing unapproved change orders, claims, or similar items subject to uncertainty concerning their determination or ultimate realization, in addition to a description of the nature and status of the principal items making up such aggregate amounts, and the basis on which such items are recorded (e.g., cost or realizable value)? [AAG, par. 6.21; SOP 81-1 (AAG, App. A), par. 65]	_____	_____	_____
b. The amount of progress payments netted against contract costs at the date of the balance sheet? [AAG, par. 6.21]	_____	_____	_____
5. If a loss on a contract is disclosed, is the:			
a. Provision in the income statement included in contract cost (as opposed to a reduction in revenue) or shown separately as a component of the cost included in the computation of gross profit? [SOP 81-1 (AAG, App. A), par. 88]	_____	_____	_____
b. Allowance in the balance sheet shown separately as either a liability (a current liability if a classified balance sheet) or deduction from the related accumulated costs? [SOP 81-1 (AAG, App. A), par. 89]	_____	_____	_____
6. For costs deferred either in anticipation of future sales (pre-contract costs) or as a result of an unapproved change order, are the policy of deferral and the amounts involved disclosed? [AAG, par. 6.21]	_____	_____	_____

	<u>Yes</u>	<u>No</u>	<u>N/A</u>
<b>B. Accounting Changes</b>			
1. For special changes requiring restatement, such as a change in method of accounting for long-term construction contracts, are the following disclosed:			
a. Nature of the change?	_____	_____	_____
b. Justification for the change?	_____	_____	_____
c. Effect on income before extraordinary items and net income (and related earnings-per-share amounts, if applicable) in the period of the change for all periods presented? [APB 20, pars. 27–28 (AC A06.123–.124 and A35.114–.115)]	_____	_____	_____
<b>C. Related-Party Transactions and Economic Dependency</b>			
1. If it appears that there are affiliated members of a group under common control whose operations are closely interrelated and economically interdependent, are combined financial statements presented, unless consolidated financial statements are appropriate under ARB 51 and SFAS 94 (AC C51)? [AAG, par. 4.03]	_____	_____	_____
2. If combined financial statements are presented, is the following information disclosed:			
a. A statement to the effect that the statements are not those of a separate legal entity?	_____	_____	_____
b. The names and year ends of the major entities included in the combined group?	_____	_____	_____
c. The nature of the relationship between the companies?	_____	_____	_____
d. The capital of each entity, either in detail by entity if the number of entities is small or, if detailed disclosure is not practicable, in condensed form with an explanation as to how the information was accumulated? [AAG, par. 4.04]	_____	_____	_____
<b>D. Contingencies and Commitments<sup>1</sup></b>			
1. If backlog information is disclosed, are signed contracts on hand (whose cancellations are not anticipated) disclosed separately from letters of intent? [AAG, par. 6.23]	_____	_____	_____
2. Are disclosure requirements of state statutes (such as “lien” laws restricting certain contract-related funds) considered? [AAG, par. 11.14]	_____	_____	_____
3. If material, are the amounts of claims revenue recognized disclosed in the notes to the financial statements? [SOP 81-1 (AAG, App. A), par. 65]	_____	_____	_____

<sup>1</sup> See disclosures for SOP 94-6, *Disclosure of Certain Significant Risks and Uncertainties*, in the Corporate Checklist, FSP section 6000, Section S, Risks and Uncertainties. Construction contractors frequently encounter events that give rise to the disclosure that it is at least reasonably possible that a change in estimate will occur in the near term due to the large number of estimates inherent in construction contractor financial statements. In addition, contractors also experience vulnerabilities due to certain concentrations by having a single source of supplier or only employing union labor. The auditor should pay particular attention to SOP 94-6 disclosures for construction contractors.



	<u>Yes</u>	<u>No</u>	<u>N/A</u>
4. If the reporting entity has retail land sales operations, are the following disclosed regarding improvements:			
a. For major sales areas for each of the next five years:			
(1) Estimated total costs?	_____	_____	_____
(2) Estimated expenditures?	_____	_____	_____
b. Recorded obligations?	_____	_____	_____
[SFAS 66, par. 50 (AC Rel. 150)]			

#### E. Interest Costs

1. If interest costs are capitalized for long-term construction contracts, is the total interest incurred and capitalized disclosed for each period presented?	_____	_____	_____
[SFAS 34, par. 21 (AC I67.118)]			

### Balance Sheet

#### A. General

1. If a company has an operating cycle for most of its contracts of one year or less but periodically obtains some contracts that are significantly longer and a classified balance sheet is presented, is there:			
a. A separate classification for the items that relate to contracts that deviate from the company's normal operating cycle?	_____	_____	_____
b. Disclosure for the items that relate to contracts that deviate from the company's normal operating cycle?	_____	_____	_____
[AAG, par. 6.02]			
2. If the operating cycle exceeds one year, an unclassified balance sheet is preferable; however, if an unclassified balance sheet would not result in a meaningful presentation, are the following contract-related items generally classified as current under the operating cycle concept:			
a. Contract-related assets:			
(1) Accounts receivable on contracts (including retentions)?	_____	_____	_____
(2) Unbilled contract receivables?	_____	_____	_____
(3) Costs and estimated earnings in excess of billings?	_____	_____	_____
(4) Other deferred contract costs?	_____	_____	_____
(5) Equipment and small tools specifically purchased for, or expected to be used solely on, an individual contract?	_____	_____	_____
b. Contract-related liabilities:			
(1) Accounts payable on contracts (including retentions)?	_____	_____	_____
(2) Accrued contract costs?	_____	_____	_____
(3) Billings in excess of costs and estimated earnings?	_____	_____	_____
(4) Deferred taxes resulting from the use of a method of income recognition for tax purposes different from the method used for financial reporting purposes?	_____	_____	_____
(5) Advance payments on contracts for mobilization or other purposes?	_____	_____	_____
(6) Obligations for equipment specifically purchased for, or expected to be used solely on, an individual contract regardless of the payment terms of the obligations?	_____	_____	_____

	<u>Yes</u>	<u>No</u>	<u>N/A</u>
<p>(7) Provisions for losses on contracts (except in circumstances where the related costs are accumulated on the balance sheet, in which case the provision may be deducted from the related accumulated costs)?</p> <p>[AAG, pars. 6.01–.08; SOP 81-1 (AAG, App. A), par. 89]</p>	_____	_____	_____
<b>B. Receivables</b>			
<p>1. Are the amount, nature, and status of billed or unbilled receivables representing unapproved change orders, claims, or similar items subject to uncertainty disclosed, including amounts expected to be collected after one year?</p> <p>[AAG, par. 6.24]</p>	_____	_____	_____
<p>2. Are receivables representing the recognized sales value of performance under contracts that are neither billed nor billable to customers at the balance-sheet date disclosed with a general description of the prerequisite for billing?</p>	_____	_____	_____
<p>a. Are the amounts to be collected after one year disclosed?</p> <p>[AAG, par. 6.25]</p>	_____	_____	_____
<p>3. If it appears that revenue from claims is recorded only when the amounts are received or awarded, is the total of such claims disclosed?</p> <p>[SOP 81-1 (AAG, App. A), par. 66; SFAS 5, par. 17 (AC C59.118)]</p>	_____	_____	_____
<p>4. If receivables include amounts maturing after one year, are the following disclosed:</p>			
<p>a. The amount maturing after one year and, if practicable, the amounts maturing in each year?</p>	_____	_____	_____
<p>b. Interest rates on major receivable items, or on classes of receivables, maturing after one year or an indication of the average interest rate or the range of rates on all receivables?</p> <p>[AAG, par. 6.27]</p>	_____	_____	_____
<p>5. If receivables appear to include amounts representing balances billed but not yet paid by customers under retainage provisions, is disclosure made of the amounts included, the amounts expected to be collected after one year, and, if practicable, the years in which the amounts are expected to be collected?</p> <p>[AAG, pars. 6.03 and 6.28]</p>	_____	_____	_____
<p>6. Are retentions receivable not due within the company's operating cycle classified as noncurrent in a classified balance sheet?</p> <p>[AAG, pars. 6.10 and 6.28]</p>	_____	_____	_____
<p>7. For receivables from retail land sales operations, are the following disclosed:</p>			
<p>a. Maturities for each of the next five years?</p>	_____	_____	_____
<p>b. Delinquent amounts and methods of determination?</p>	_____	_____	_____
<p>c. Weighted average and range of stated interest rates?</p> <p>[SFAS 66, par. 50 (AC Rel. 150)]</p>	_____	_____	_____
<b>C. Investments</b>			
<p>1. Do the following disclosures relating to significant joint ventures appear appropriate:</p>			

	<u>Yes</u>	<u>No</u>	<u>N/A</u>
a. The name of each joint venture, the percentage of ownership, and any important provisions of the joint venture agreement? [AAG, par. 3.27]	_____	_____	_____
b. If the joint venture's financial statements are not fully consolidated with those of the venturer, separate or combined financial statements of the ventures in summary form, including disclosure of accounting principles of the ventures that differ significantly from those of the venturer? [AAG, par. 3.27]	_____	_____	_____
c. Intercompany transactions during the period and the basis of intercompany billings and charges? [AAG, par. 3.27]	_____	_____	_____
d. Liabilities and contingent liabilities arising from the joint venture arrangement? [AAG, par. 3.27]	_____	_____	_____
e. Other disclosures for real estate venture and equity method investments? [SOP 78-9, par. 12; APB 18, par. 20 (AC I82.110)]	_____	_____	_____
2. Is an investment in a joint venture that is presented on the cost or equity method classified as noncurrent unless the venture is expected to be completed and liquidated during the current operating cycle? [AAG, par. 6.11]	_____	_____	_____
3. Are losses in excess of an investment in a joint venture presented as a liability? [AAG, par. 6.11]	_____	_____	_____

#### **D. Property and Equipment**

1. If it appears that equipment acquired for a specific contract will be used only on that contract and will be consumed during the life of the contract or disposed of at the conclusion of the contract, is such equipment classified as a contract cost?  
[AAG, par. 6.12]

\_\_\_\_\_

#### **E. Current Liabilities**

1. For billings, costs, and estimated earnings:
  - a. If costs and estimated earnings exceed billings on some contracts, and billings exceed costs and estimated earnings on others, are the contracts segregated so that amounts classified as assets include only those on which costs and estimated earnings exceed billings, and amounts classified as liabilities include only those on which billings exceed costs and estimated earnings?  
[AAG, pars. 6.16–6.19; ARB 45, par. 12 (AC Co4.109)]
  - b. Are billings and related costs and estimated earnings presented separately in the balance sheet or in the notes to the financial statements?  
[AAG, par. 6.18]
  - c. Are billings in excess of costs and estimated earnings classified as a current liability (except that billings in excess of total estimated contract completion costs and earnings to date should be classified as deferred income)?  
[AAG, par. 6.13]

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

	<u>Yes</u>	<u>No</u>	<u>N/A</u>
<b>F. Other Liabilities and Deferred Credits</b>			
1. If payables appear to include retentions, do the statements or notes disclose their amount, the portion (if any) expected to be paid after one year and, if practicable, the years in which the amounts are expected to be paid? [AAG, par. 6.03]	_____	_____	_____
2. Are retentions payable, that do not appear due within the company's operating cycle, classified as noncurrent in a classified balance sheet? [AAG, par. 6.10]	_____	_____	_____
3. Are the disclosures and classifications appropriate regarding the income tax effects of differences between financial and tax reporting of:			
a. Long-term construction contracts?	_____	_____	_____
b. Investments in joint ventures and partnerships? [AAG, par. 6.15; SFAS 109, par. 43 (AC I27.142)]	_____	_____	_____

## Accompanying Information

### A. Supplemental Disclosures

1. Is disclosure of the following supplementary information considered by contractors using the percentage-of-completion method:			
a. Earnings from contracts?	_____	_____	_____
b. Contracts completed?	_____	_____	_____
c. Contracts in progress?	_____	_____	_____
d. Backlog information? [AAG, App. G]	_____	_____	_____

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# FSP Section 5300

## *Illustrative Financial Statements*

.01 These checklists include disclosures commonly encountered in a construction contractor's financial statements and reporting issues likely to be encountered by accountants who audit these types of financial statements; they do not include all disclosures required by GAAP or all reporting situations required by GAAS. Further, the illustrative financial statements are intended to provide sample financial statement formats and disclosures for a hypothetical construction contractor; they are not intended to illustrate all disclosures required by GAAP, nor do they illustrate all of the disclosures covered in the checklist.

.02 The following illustrative auditor's reports and financial statements demonstrate the practical applications of the reporting practices discussed in the AICPA Audit and Accounting Guide *Construction Contractors* (the Guide). Some of the illustrations have been modified for subsequent pronouncements. Specific types of construction contractors have been selected to illustrate diversity of reporting practices; it is not intended that these illustrations represent either the only types of disclosure or the only statement formats that would be appropriate. Construction contractors are urged to develop financial statement formats that are appropriate for their individual circumstances while being consistent with the accounting and reporting practices discussed in the Guide.

.03

### Independent Auditor's Report

To the Shareholders and Board of Directors  
Percentage Contractors, Inc.

We have audited the accompanying consolidated balance sheets of Percentage Contractors, Inc. and subsidiaries as of December 31, 19X8 and 19X7, and the related consolidated statements of income and retained earnings and cash flows for the years then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Percentage Contractors, Inc. and subsidiaries as of December 31, 19X8 and 19X7, and the results of their operations and their cash flows for the years then ended in conformity with generally accepted accounting principles.

[Signature]

[City, State]\*

February 18, 19X9

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\* Optional if office location is on auditor's letterhead.

These illustrative financial statements are intended to provide sample financial statement formats and disclosures for a hypothetical construction contractor; they are not intended to illustrate all disclosures required by GAAP or all of the disclosures covered in the checklist.

.04

## PERCENTAGE CONTRACTORS, INC. AND SUBSIDIARIES

### Consolidated Balance Sheets

December 31, 19X8 and 19X7

Assets	19X8	19X7
Cash and cash equivalents (including certificates of deposit of \$40,300 in 19X8)	\$ 304,400	\$ 221,300
Contract receivables (Notes 2 and 16)	3,789,200	3,334,100
Costs and estimated earnings in excess of billings on uncompleted contracts (Notes 3 and 16)	80,200	100,600
Inventory, at lower of cost, on a first-in, first-out basis, or market	89,700	99,100
Prepaid charges and other assets (Note 11)	118,400	83,200
Advances to and equity in joint venture (Note 4)	205,600	130,700
Note receivable, related company (Note 5)	175,000	150,000
Property and equipment, net of accumulated depreciation and amortization (Notes 6 and 8)	976,400	1,019,200
	<u>\$5,738,900</u>	<u>\$5,138,200</u>
<b>Liabilities and Shareholders' Equity</b>		
Notes payable (Note 8)	\$ 468,100	\$ 578,400
Lease obligations payable (Note 9)	197,600	251,300
Accounts payable (Note 7)	2,543,100	2,588,500
Billings in excess of costs and estimated earnings on uncompleted contracts (Notes 3 and 16)	242,000	221,700
Accrued income taxes	52,000	78,600
Other accrued liabilities	36,600	36,000
Due to consolidated joint venture minority interests	154,200	26,200
Deferred income taxes (Note 13)	619,200	408,000
	<u>4,312,800</u>	<u>4,188,700</u>
Commitments and contingencies (Note 10)		
<b>Shareholders' equity:</b>		
Common stock—\$1 par value, 500,000 authorized shares, 300,000 issued and outstanding shares	300,000	300,000
Retained earnings	1,126,100	649,500
Total shareholders' equity	<u>1,426,100</u>	<u>949,500</u>
	<u>\$5,738,900</u>	<u>\$5,138,200</u>

The accompanying notes are an integral part of these financial statements.



**PERCENTAGE CONTRACTORS, INC. AND SUBSIDIARIES**

**Consolidated Statements of Income and Retained Earnings**

**Years Ended December 31, 19X8 and 19X7**

	<u>19X8</u>	<u>19X7</u>
Contract revenues earned (Notes 12 and 16)	\$22,554,100	\$16,225,400
Cost of revenues earned	<u>20,359,400</u>	<u>14,951,300</u>
Gross profit	2,194,700	1,274,100
Selling, general, and administrative expenses	<u>895,600</u>	<u>755,600</u>
Income from operations	<u>1,299,100</u>	<u>518,500</u>
Other income (expense)		
Equity in earnings from unconsolidated joint venture (Note 4)	49,900	5,700
Gain on sale of equipment	10,000	2,000
Interest expense (net of interest income of \$8,800 in 19X8 and \$6,300 in 19X7)	<u>(69,500)</u>	<u>(70,800)</u>
	<u>(9,600)</u>	<u>(63,100)</u>
Income before income taxes	1,289,500	455,400
Provision for income taxes (Note 13)	<u>662,900</u>	<u>225,000</u>
Net income (per share, \$2.09 (19X8); \$.77 (19X7))	626,600	230,400
Retained earnings, beginning of year	649,500	569,100
Less dividends paid (per share, \$.50 (19X8); \$.50 (19X7))	<u>(150,000)</u>	<u>(150,000)</u>
Retained earnings, end of year	<u>\$ 1,126,100</u>	<u>\$ 649,500</u>

The accompanying notes are an integral part of these financial statements.

**PERCENTAGE CONTRACTORS, INC. AND SUBSIDIARIES**

**Consolidated Statements of Cash Flows\***  
**Years Ended December 31, 19X8 and 19X7**

	<u>19X8</u>	<u>19X7</u>
<b>Cash flows from operating activities:</b>		
Net income	\$626,600	\$230,400
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	167,800	153,500
Gain on sale of equipment	(10,000)	(2,000)
Equity earnings from unconsolidated joint venture	(49,900)	(5,700)
Increase (decrease) in deferred income taxes	211,200	(75,900)
Increase in contract receivables	(461,400)	(10,200)
Provisions for losses on accounts receivable	6,300	1,100
Net increase in billings related to costs and estimated earnings on uncompleted contracts	40,700	10,500
Decrease (increase) in inventory	9,400	(3,600)
Decrease (increase) in prepaid charges and other assets	(35,200)	16,100
Increase (decrease) in accounts payable	(45,400)	113,200
Decrease in accrued income taxes	(26,600)	(2,400)
Increase in other accrued liabilities	600	21,200
Net cash provided by operating activities	<u>434,100</u>	<u>446,200</u>
<b>Cash flows from investing activities (Note 15):</b>		
Proceeds from equipment sold	25,000	5,000
Acquisition of equipment	(140,000)	(175,000)
Advances to joint venture	(25,000)	(9,700)
Increase in note receivable, related company	(25,000)	(50,000)
Net cash used in investing activities	<u>(165,000)</u>	<u>(229,700)</u>
<b>Cash flows from financing activities (Note 15):</b>		
Principal payments on notes payable	(110,300)	(90,300)
Principal payments under capital lease obligation	(53,700)	(9,700)
Increase in joint venture minority interest	128,000	26,200
Cash dividends paid	(150,000)	(150,000)
Net cash used in financing activities	<u>(186,000)</u>	<u>(223,800)</u>
Net increase (decrease) in cash and cash equivalents	83,100	(7,300)
Cash, beginning of year	221,300	228,600
Cash and cash equivalents, end of year	<u>\$304,400</u>	<u>\$221,300</u>
<b>Supplementary data:</b>		
Cash equivalents include certificates of deposit with maturities of one to three months		
Interest paid	<u>\$ 73,500</u>	<u>\$ 75,100</u>
Income taxes paid	<u>\$478,300</u>	<u>\$313,200</u>

The accompanying notes are an integral part of these financial statements.

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\* The indirect method is illustrated.

# PERCENTAGE CONTRACTORS, INC. AND SUBSIDIARIES

## Notes to Consolidated Financial Statements

Years Ended December 31, 19X8 and 19X7

### Note 1: Significant Accounting Policies

*Company's activities and operating cycle.* Percentage Contractors, Inc. (the Company) is engaged in a single industry: the construction of industrial and commercial buildings. The work is performed under cost-plus-fee contracts, fixed-price contracts, and fixed-price contracts modified by incentive and penalty provisions. These contracts are undertaken by the Company or its wholly owned subsidiary alone or in partnership with other contractors through joint ventures. The Company also manages, for a fee, construction projects of others.

The length of the Company's contracts varies but is typically about two years. Therefore, assets and liabilities are not classified as current and noncurrent because the contract-related items in the balance sheet have realization and liquidation periods extending beyond one year.

*Principles of consolidation.* The consolidated financial statements include the Company's majority-owned entities, a wholly owned corporate subsidiary and a 75 percent-owned joint venture (a partnership). All significant intercompany transactions are eliminated. The Company has a minority interest in a joint venture (partnership), which is reported on the equity method.

*Revenue and cost recognition.* Revenues from fixed-price and modified fixed-price construction contracts are recognized on the percentage-of-completion method, measured by the percentage of labor hours incurred to date to estimated total labor hours for each contract.\* This method is used because management considers expended labor hours to be the best available measure of progress on these contracts. Revenues from cost-plus-fee contracts are recognized on the basis of costs incurred during the period plus the fee earned, measured by the cost-to-cost method.

Contracts to manage, supervise, or coordinate the construction activity of others are recognized only to the extent of the fee revenue. The revenue earned in a period is based on the ratio of hours incurred to the total estimated hours required by the contract.

Contract costs include all direct material and labor costs and those indirect costs related to contract performance, such as indirect labor, supplies, tools, repairs, and depreciation costs. Selling, general, and administrative costs are charged to expense as incurred. Provisions for estimated losses on uncompleted contracts are made in the period in which such losses are determined. Changes in job performance, job conditions, and estimated profitability, including those arising from contract penalty provisions, and final contract settlements may result in revisions to costs and income and are recognized in the period in which the revisions are determined. Profit incentives are included in revenues when their realization is reasonably assured. An amount equal to contract costs attributable to claims is included in revenues when realization is probable and the amount can be reliably estimated.

The asset, "Costs and estimated earnings in excess of billings on uncompleted contracts," represents revenues recognized in excess of amounts billed. The liability, "Billings in excess of costs and estimated earnings on uncompleted contracts," represents billings in excess of revenues recognized.

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\* There are various other alternatives to the percentage-of-labor-hours method for measuring percentage of completion, which, in many cases, may be more appropriate in measuring the extent of progress toward completion of the contract (labor dollars, units of output, and the cost-to-cost method and its variations).

*Property and equipment.* Depreciation and amortization are provided principally on the straight-line method over the estimated useful lives of the assets. Amortization of leased equipment under capital leases is included in depreciation and amortization.

*Pension plan.* The Company has a pension plan covering substantially all employees not covered by union-sponsored plans. Pension costs charged to earnings include current-year costs and the amortization of prior-service costs over 30 years. The Company's policy is to fund the costs accrued.

*Income taxes.* Construction contracts are reported for tax purposes on the completed-contract method and for financial statement purposes on the percentage-of-completion method. Accelerated depreciation is used for tax reporting, and straight-line depreciation is used for financial statement reporting.

## Note 2: Contract Receivables

	<i>December 31, 19X8</i>	<i>December 31, 19X7</i>
Contract receivables		
Billed		
Completed contracts	\$ 621,100	\$ 500,600
Contracts in progress	2,146,100	1,931,500
Retained	976,300	866,200
Unbilled	121,600	105,400
	<u>3,865,100</u>	<u>3,403,700</u>
Less allowances for doubtful collections	75,900	69,600
	<u><u>\$3,789,200</u></u>	<u><u>\$3,334,100</u></u>

Contract receivables at December 31, 19X8, include a claim, expected to be collected within one year, for \$290,600 arising from a dispute with the owner over design and specification changes in a building currently under construction. The changes were made at the request of the owner to improve the thermal characteristics of the building and, in the opinion of counsel, gave rise to a valid claim against the owner.

The retained and unbilled contract receivables at December 31, 19X8 included \$38,600 that was not expected to be collected within one year.

## Note 3: Costs and Estimated Earnings on Uncompleted Contracts

	<i>December 31, 19X8</i>	<i>December 31, 19X7</i>
Costs incurred on uncompleted contracts	\$15,771,500	\$12,165,400
Estimated earnings	1,685,900	1,246,800
	<u>17,457,400</u>	<u>13,412,200</u>
Less billings to date	17,619,200	13,533,300
	<u><u>\$ (161,800)</u></u>	<u><u>\$ (121,100)</u></u>
Included in accompanying balance sheets under the following captions:		
Costs and estimated earnings in excess of billings on uncompleted contracts	\$ 80,200	\$ 100,600
Billings in excess of costs and estimated earnings on uncompleted contracts	(242,000)	(221,700)
	<u><u>\$ (161,800)</u></u>	<u><u>\$ (121,100)</u></u>

**Note 4: Advances to and Equity in Unconsolidated Joint Venture**

The Company has a minority (one-third) interest in a general partnership joint venture formed to construct an office building. All of the partners participate in construction, which is under the general management of the Company. Summary information on the joint venture follows:

	<i>December 31, 19X8</i>	<i>December 31, 19X7</i>
Current assets	\$ 483,100	\$280,300
Construction and other assets	220,500	190,800
	703,600	471,100
Less: Liabilities	236,800	154,000
Net assets	<u>\$ 466,800</u>	<u>\$317,100</u>
Revenue	<u>\$3,442,700</u>	<u>\$299,400</u>
Net income	<u>\$ 149,700</u>	<u>\$ 17,100</u>
Company's interest		
Share of net income	<u>\$49,900</u>	<u>\$ 5,700</u>
Advances to joint venture	<u>\$50,000</u>	<u>\$ 25,000</u>
Equity in net assets	<u>155,600</u>	<u>105,700</u>
Total advances and equity	<u>\$ 205,600</u>	<u>\$130,700</u>

(For the purposes of illustrative financial statements, the one-line equity method of presentation is used in both the balance sheet and the income statement. However, the pro rata consolidation method is acceptable if the investment is deemed to represent an undivided interest.)

**Note 5: Transactions With Related Party**

The note receivable, related company, is an installment note bearing annual interest at 9¼%, payable quarterly, with the principal payable in annual installments of \$25,000, commencing October 1, 19Y0.

The major Company stockholder owns the majority of the outstanding common stock of this related company, whose principal activity is leasing land and buildings. The Company rents land and office facilities from the related company under a ten-year lease ending September 30, 19Y6, at an annual rental of \$19,000.

**Note 6: Property and Equipment**

	<i>December 31, 19X8</i>	<i>December 31, 19X7</i>
Assets		
Land	\$ 57,500	\$ 57,500
Buildings	262,500	262,500
Shop and construction equipment	827,600	727,600
Automobile and trucks	104,400	89,100
Leased equipment under capital leases	300,000	300,000
	<u>1,552,000</u>	<u>1,436,700</u>
Accumulated depreciation and amortization		
Buildings	140,000	130,000
Shop and construction equipment	265,600	195,500
Automobiles and trucks	70,000	42,000
Leased equipment under capital leases	100,000	50,000
	<u>575,600</u>	<u>417,500</u>
Net property and equipment	<u>\$ 976,400</u>	<u>\$1,019,200</u>

**Note 7: Accounts Payable**

Accounts payable include amounts due to subcontractors, totaling \$634,900 at December 31, 19X8, and \$560,400 at December 31, 19X7, which have been retained pending completion and customer acceptance of jobs. Accounts payable at December 31, 19X8 include \$6,500 that is not expected to be paid within one year.

**Note 8: Notes Payable\***

	<i>December 31, 19X8</i>	<i>December 31, 19X7</i>
Unsecured note payable to bank, due in quarterly installments of \$22,575 plus interest at 1% over prime	\$388,100	\$478,400
Note payable to bank, collateralized by equipment, due in monthly installments of \$1,667 plus interest at 10% through December 19Y2	80,000	100,000
	<u>\$468,100</u>	<u>\$578,400</u>

At December 31, 19X8, the principal payments due totaled \$110,300 annually.

**Note 9: Lease Obligations Payable**

The Company leases certain specialized construction equipment under leases classified as capital leases. The following is a schedule showing the future minimum lease payments under capital leases by years and the present value of the minimum lease payments as of December 31, 19X8:

Year ending December 31	
19X9	\$ 76,500
19Y0	76,500
19Y1	76,500
Total minimum lease payments	229,500
Less amount representing interest	31,900
Present value of minimum lease payments	<u>\$197,600</u>

At December 31, 19X8, the present value of minimum lease payments due within one year is \$92,250. Total rental expense, excluding payments on capital leases, totaled \$86,300 in 19X8 and \$74,400 in 19X7.

**Note 10: Contingent Liability**

A claim for \$180,000 has been filed against the Company and its bonding company arising out of the failure of a subcontractor of the Company to pay its suppliers. In the opinion of counsel and management, the outcome of this claim will not have a material effect on the Company's financial position, results of operations, or cash flows.

**Note 11: Pension Plan**

[Deleted—See FASB Statement No. 87, *Employer's Accounting for Pensions* (AC P16), for current disclosure requirements.]

**Note 12: Management Contracts**

The Company manages or supervises commercial and industrial building contracts of others for a fee. These fees totaled \$121,600 in 19X8 and \$1,700 in 19X7 and are included in contract revenues earned.

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\* SFAS No. 47, *Disclosure of Long-Term Obligations*, also requires disclosure of maturities of long-term obligations for each of the five years following the balance-sheet date.



**Note 13: Income Taxes**

**Note:** See FASB Statement No. 109, *Accounting for Income Taxes* (AC I27), for additional disclosure requirements that are applicable for fiscal years beginning after December 15, 1992.

The provision for income taxes consists of the following:

	December 31,	
	19X8	19X7
Currently payable	\$451,700	\$300,900
Deferred		
Contract related	204,200	(80,900)
Property and equipment related	7,000	5,000
	<u>\$662,900</u>	<u>\$225,000</u>
The components of the balance of deferred income taxes were:		
Contract related	\$594,000	\$389,800
Property and equipment related	25,200	18,200
	<u>\$619,200</u>	<u>\$408,000</u>

**Note 14: Backlog\***

The following schedule shows a reconciliation of backlog representing signed contracts, excluding fees from management contracts, in existence at December 31, 19X7 and 19X8:

Balance, December 31, 19X7	\$24,142,600
Contract adjustments	1,067,100
New contracts, 19X8	<u>3,690,600</u>
	28,900,300
Less contract revenue earned, 19X8	<u>22,432,500</u>
Balance, December 31, 19X8	<u>\$ 6,467,800</u>

In addition, between January 1, 19X9 and February 18, 19X9, the Company entered into additional construction contracts with revenues of \$5,332,800.

**Note 15: Noncash Investing and Financing Activities**

In 19X7, the Company purchased equipment on open account amounting to \$24,000 and incurred capitalized lease obligations for new equipment amounting to \$14,000.

**Note 16: Major Customers and Risk Concentration**

In 19X8 and 19X7, respectively, two and three customers accounted for 56% and 48% of contract revenues earned.

The Company grants credit, generally without collateral, to its customers, which are located primarily in the New England area. Management believes that its contract acceptance, billing, and collection policies are adequate to minimize potential credit risk. At December 31, 19X8, real estate operators, manufacturers and others respectively accounted for 62%, 30% and 8% of contract receivables, and 45%, 33% and 22% of costs and estimated earnings on uncompleted contracts. In 19X8 and 19X7, respectively, 52% and 47% of contract revenues were earned from Connecticut sources.

The Company is exposed to credit loss in the event of nonperformance by its subcontractors. At December 31, 19X8, the Company was contingently liable under guarantees of certain subcontractors' obligations maturing in 19X9 and aggregating \$479,000, including a Connecticut subcontractor's obligations amounting to \$298,000.

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\* The presentation of backlog information, although encouraged, is not a required disclosure.

Independent Auditor's Report on Accompanying Information

To the Shareholders and Board of Directors  
Percentage Contractors, Inc.

Our audits were made for the purpose of forming an opinion on the basic financial statements taken as a whole. The accompanying information, contained in the following schedules 1 through 3, is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audits of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

[Signature]

[City, State]\*

February 18, 19X9

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\* Optional if office location is on auditor's letterhead.

## PERCENTAGE CONTRACTORS, INC. AND SUBSIDIARIES

## Schedule 1

## Earnings from Contracts

Years Ended December 31, 19X8 and 19X7

	19X8			19X7
	<u>Revenues earned</u>	<u>Cost of revenues earned</u>	<u>Gross profit (loss)</u>	<u>Gross profit (loss)</u>
Contracts completed during the year	\$ 6,290,800	\$ 5,334,000	\$ 956,800	\$ 415,300
Contracts in progress at year end	16,141,700	14,636,900	1,504,800	921,400
Management contract fees earned	121,600	51,800	69,800	1,700
Unallocated indirect and warranty costs		46,700	(46,700)	(38,100)
Minority interest in joint venture		128,000	(128,000)	(26,200)
Charges on prior year contracts		162,000	(162,000)	
	<u>\$22,554,100</u>	<u>\$20,359,400</u>	<u>\$2,194,700</u>	<u>\$1,274,100</u>

## PERCENTAGE CONTRACTORS, INC. AND SUBSIDIARIES

## Schedule 2

## Contracts Completed

Year Ended December 31, 19X8

Contract		Contract totals			Before January 1, 19X8			During the year ended December 31, 19X8		
Number	Type	Revenues earned	Cost of revenues	Gross profit (loss)	Revenues earned	Cost of revenues	Gross profit (loss)	Revenues earned	Cost of revenues	Gross profit (loss)
1511	B	\$ 5,475,300	\$ 4,802,500	\$ 672,800	\$3,223,400	\$2,932,700	\$290,700	\$2,251,900	\$1,869,800	\$382,100
1605	A	695,000	880,900	(185,900)	596,100	558,100	38,000	98,900	322,800	(223,900)
1624	A	140,700	150,700	(10,000)	29,600	31,800	(2,200)	111,100	118,900	(7,800)
1711	A	2,725,100	2,391,700	333,400	1,654,100	1,510,000	144,100	1,071,000	881,700	189,300
1791	B	4,770,100	4,288,900	481,200	3,028,500	2,929,600	98,900	1,741,600	1,359,300	382,300
1792	A	635,000	457,900	177,100				635,000	457,900	177,100
Small contracts		413,400	349,500	63,900	32,100	25,900	6,200	381,300	323,600	57,700
		<u>\$14,854,600</u>	<u>\$13,322,100</u>	<u>\$1,532,500</u>	<u>\$8,563,800</u>	<u>\$7,988,100</u>	<u>\$575,700</u>	<u>\$6,290,800</u>	<u>\$5,334,000</u>	<u>\$956,800</u>
Contract types										
A—Fixed-price										
B—Cost-plus-fee										

**PERCENTAGE CONTRACTORS, INC. AND SUBSIDIARIES**  
**Schedule 3**  
**Contracts in Progress**  
**December 31, 19X8**

Contract		Total contract		From inception to December 31, 19X8					At December 31, 19X8		For the year ended December 31, 19X8			
Number	Type	Revenues	Estimated gross profit (loss)	Revenues earned	Total costs incurred	Cost of revenues	Gross profit (loss)	Billed to date	Estimated cost to complete	Costs and estimated earnings in excess of billings	Billings in excess of estimated earnings	Revenues earned	Cost of revenues	Gross profit (loss)
1845	A	\$ 6,750,200	\$ 877,000	\$ 5,890,500	\$ 5,244,500	\$ 5,143,900	\$ 746,600	\$ 5,976,000	\$ 628,700	\$15,100		\$ 5,664,200	\$ 4,984,500	\$ 679,700
1847	B	1,471,800	127,100	1,250,400	1,139,800	1,139,800	110,600	1,195,800	204,900	54,600		962,800	899,000	63,800
1912	A	451,800	(130,100)	108,600	238,700	238,700	(130,100)	98,100	343,200	10,500		98,600	191,500	(92,900)
1937	B	11,125,000	847,900	7,337,900	7,045,500	6,721,100	616,800	7,808,000	3,231,600		\$145,700	6,981,900	6,469,900	512,000
1945	A	3,650,100	497,000	2,395,200	2,061,300	2,061,300	333,900	2,491,500	1,091,800		96,300	2,395,200	2,061,300	333,900
Small contracts		51,300	8,400	49,800	41,700	41,700	8,100	49,800	1,200			39,000	30,700	8,300
		\$23,500,200	\$2,227,300	\$17,032,400	\$15,771,500	\$15,346,500	\$1,685,900	\$17,619,200	\$5,501,400	\$80,200	\$242,000	\$16,141,700	\$14,636,900	\$1,504,800
Contract types														
A—Fixed-price														
B—Cost-plus-fee														

Independent Auditor's Report

The Stockholders and Board of Directors  
Completed Contractors, Inc.

We have audited the accompanying balance sheets of Completed Contractors, Inc. as of December 31, 19X8 and 19X7, and the related statements of income and retained earnings and cash flows for the years then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Completed Contractors, Inc. as of December 31, 19X8 and 19X7, and the results of its operations and its cash flows for the years then ended in conformity with generally accepted accounting principles.

[Signature]

[City, State]\*

February 18, 19X9

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\* Optional if office location is on auditor's letterhead.



**COMPLETED CONTRACTORS, INC.****Balance Sheets****December 31, 19X8 and 19X7**

	<u>19X8</u>	<u>19X7</u>
<b>Assets</b>		
<b>Current assets:</b>		
Cash	\$ 242,700	\$ 185,300
Contract receivables (less allowance for doubtful accounts of \$10,000 and \$8,000) (Note 2)	893,900	723,600
Cost in excess of billings on uncompleted contracts (Note 3)	418,700	437,100
Inventories at lower of cost or realizable value on first-in, first-out basis (Note 4)	463,600	491,300
Prepaid expenses	89,900	53,900
Total current assets	<u>2,108,800</u>	<u>1,891,200</u>
Cash value of life insurance	<u>35,800</u>	<u>32,900</u>
Property and equipment, at cost		
Building	110,000	110,000
Equipment	178,000	163,000
Trucks and autos	220,000	200,000
	<u>508,000</u>	<u>473,000</u>
Less accumulated depreciation	<u>218,000</u>	<u>203,200</u>
	290,000	269,800
Land	<u>21,500</u>	<u>21,500</u>
	<u>311,500</u>	<u>291,300</u>
	<u>\$2,456,100</u>	<u>\$2,215,400</u>
<b>Liabilities and Stockholders' Equity</b>		
<b>Current liabilities:</b>		
Current maturities, long-term debt (Note 6)	\$ 37,000	\$ 30,600
Accounts payable	904,900	821,200
Accrued salaries and wages	138,300	155,100
Accrued income taxes	53,000	36,200
Accrued and other liabilities	116,400	55,550
Billings in excess of costs on uncompleted contracts (Note 3)	34,500	43,700
Total current liabilities	<u>1,284,100</u>	<u>1,142,350</u>
Long-term debt, less current maturities (Note 6)	<u>245,000</u>	<u>241,000</u>
	<u>1,529,100</u>	<u>1,383,350</u>
<b>Stockholders' equity:</b>		
Common stock—\$10 par value, 50,000 authorized shares, 23,500 issued and outstanding shares	235,000	235,000
Additional paid-in capital	65,000	65,000
Retained earnings	627,000	532,050
Total stockholders' equity	<u>927,000</u>	<u>832,050</u>
	<u>\$2,456,100</u>	<u>\$2,215,400</u>

The accompanying notes are an integral part of these financial statements.

**COMPLETED CONTRACTORS, INC.**  
**Statements of Income and Retained Earnings**  
**Years Ended December 31, 19X8 and 19X7**

	<u>19X8</u>	<u>19X7</u>
Contract revenues	\$9,487,000	\$8,123,400
Costs and expenses		
Cost of contracts completed	8,458,500	7,392,300
General and administrative expenses	684,300	588,900
Interest expense	26,500	23,000
	<u>9,169,300</u>	<u>8,004,200</u>
Income before income taxes	317,700	119,200
Income taxes	<u>164,000</u>	<u>54,200</u>
Net income (\$6.54 and \$2.77 per share)	153,700	65,000
Retained earnings		
Balance, beginning of year	532,050	525,800
Dividends paid (\$2.50 per share)	<u>(58,750)</u>	<u>(58,750)</u>
Balance, end of year	<u>\$ 627,000</u>	<u>\$ 532,050</u>

The accompanying notes are an integral part of these financial statements.

**COMPLETED CONTRACTORS, INC.**  
**Statements of Cash Flows\***  
**Years Ended December 31, 19X8 and 19X7**

	<u>19X8</u>	<u>19X7</u>
<b>Cash flows from operating activities:</b>		
Net income	\$153,700	\$ 65,000
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation	54,800	50,300
Provisions for losses on accounts receivable	2,000	1,000
Increase in contract receivables	(172,300)	(37,500)
Decrease (increase) in costs in excess of billings on uncompleted contracts	18,400	(49,100)
Decrease (increase) in inventories	27,700	(3,400)
Decrease (increase) in prepaid expenses	(36,000)	16,500
Increase in cash value of life insurance	(2,900)	(2,685)
Increase in accounts payable	83,700	24,600
Increase (decrease) in accrued salaries and wages	(16,800)	24,300
Increase (decrease) in accrued income taxes	16,800	(6,300)
Increase (decrease) in accrued and other liabilities	60,850	(33,100)
Decrease in billings in excess of costs on uncompleted contracts	(9,200)	(16,300)
Net cash provided by operating activities	<u>180,750</u>	<u>33,315</u>
<b>Cash flows from investing activities:</b>		
Purchase of property and equipment	(75,000)	(53,500)
Net cash used in investing activities	<u>(75,000)</u>	<u>(53,500)</u>
<b>Cash flows from financing activities:</b>		
Proceeds from issuance of long-term debt	44,000	68,000
Principal payments on long-term debt	(33,600)	(15,500)
Cash dividends paid	(58,750)	(58,750)
Net cash used in financing activities	<u>(48,350)</u>	<u>(6,250)</u>
Net increase (decrease) in cash	57,400	(26,435)
Cash, beginning of year	185,300	211,735
Cash, end of year	<u>\$242,700</u>	<u>\$185,300</u>
<b>Supplementary data:</b>		
Interest paid	<u>\$ 28,000</u>	<u>\$ 25,000</u>
Income taxes paid	<u>\$147,200</u>	<u>\$ 52,000</u>

The accompanying notes are an integral part of these financial statements.

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\* The indirect method is illustrated.

**COMPLETED CONTRACTORS, INC.**  
**Notes to Financial Statements**  
**Years Ended December 31, 19X8 and 19X7**

**Note 1: Significant Accounting Policies**

*Company's activities.* The Company is a heating and air-conditioning contractor for residential and commercial properties. Work on new structures is performed primarily under fixed-price contracts. Work on existing structures is performed under fixed-price or time-and-materials contracts.

*Revenue and cost recognition.* Revenues from fixed-price construction contracts are recognized on the completed-contract method. This method is used because the typical contract is completed in two months or less and financial position and results of operations do not vary significantly from those which would result from use of the percentage-of-completion method. A contract is considered complete when all costs except insignificant items have been incurred and the installation is operating according to specifications or has been accepted by the customer.

Revenues from time-and-material contracts are recognized currently as the work is performed.

Contract costs include all direct material and labor costs and those indirect costs related to contract performance, such as indirect labor, supplies, tools, repairs, and depreciation costs. General and administrative costs are charged to expense as incurred. Provisions for estimated losses on uncompleted contracts are made in the period in which such losses are determined. Claims are included in revenues when received.

Costs in excess of amounts billed are classified as current assets under costs in excess of billings on uncompleted contracts. Billings in excess of costs are classified under current liabilities as billings in excess of costs on uncompleted contracts. Contract retentions are included in accounts receivable.

*Inventories.* Inventories are stated at cost on the first-in, first-out basis using unit cost for furnace and air-conditioning components and average cost for parts and supplies. The carrying value of furnace and air-conditioning component units is reduced to realizable value when such values are less than cost.

*Property and equipment.* Depreciation is provided over the estimated lives of the assets principally on the declining-balance method, except on the building, where the straight-line method is used.

*Pension plan.* The Company has a pension plan covering all employees not covered by union-sponsored plans. Pension costs charged to income include current-year costs and the amortization of prior-service costs over 30 years. The Company's policy is to fund the costs accrued.

**Note 2: Contract Receivables**

	<i>December 31, 19X8</i>	<i>December 31, 19X7</i>
Completed contracts, including retentions	\$483,300	\$408,600
Contracts in progress		
Current accounts	386,900	276,400
Retentions	78,700	46,600
	903,900	731,600
Less allowance for doubtful accounts	10,000	8,000
	<u>\$893,900</u>	<u>\$723,600</u>

Retentions include \$10,300 in 19X8, which is expected to be collected after one year.

**Note 3: Costs and Billings on Uncompleted Contracts**

	<i>December 31, 19X8</i>	<i>December 31, 19X7</i>
Costs incurred on uncompleted contracts	\$2,140,400	\$1,966,900
Billings on uncompleted contracts	<u>1,756,200</u>	<u>1,573,500</u>
	<u>\$ 384,200</u>	<u>\$ 393,400</u>
Included in accompanying balance sheets under the following captions:		
Costs in excess of billings on uncompleted contracts	\$ 418,700	\$ 437,100
Billings in excess of costs on uncompleted contracts	<u>(34,500)</u>	<u>(43,700)</u>
	<u>\$ 384,200</u>	<u>\$ 393,400</u>

**Note 4: Inventories**

	<i>December 31, 19X8</i>	<i>December 31, 19X7</i>
Furnace and air-conditioning components	\$303,200	\$308,700
Parts and supplies	<u>160,400</u>	<u>182,600</u>
	<u>\$463,600</u>	<u>\$491,300</u>

Furnace and air-conditioning components include used items of \$78,400 in 19X8 and \$71,900 in 19X7 that are carried at the lower of cost or realizable value.

**Note 5: Income Taxes**

A reconciliation of the statutory federal tax rate to the effective tax rate on pretax income is as follows:

	<i>Year Ended December 31, 19X8</i>	<i>19X7</i>
Statutory federal tax rate	40.0%	46.0%
State and local taxes, less federal tax effect	11.4	(4.4)
Other	<u>.2</u>	<u>4.9</u>
Total effective tax rate	<u>51.6%</u>	<u>45.5%</u>

**Note 6: Long-Term Debt**

	<i>December 31, 19X8</i>	<i>December 31, 19X8</i>
Notes payable, bank		
Notes due in quarterly installments of \$2,500, plus interest at 8%	\$140,000	\$150,000
Notes due in monthly installments of \$1,500, plus interest at prime plus 1½%	87,000	58,000
Mortgage payable		
Due in quarterly payments of \$3,500, including interest at 9%	<u>55,000</u>	<u>63,600</u>
	282,000	271,600
Less current maturities	<u>37,000</u>	<u>30,600</u>
	<u>\$245,000</u>	<u>\$241,000</u>

As of December 31, 19X8, long-term debt matures as follows:

19X9	\$ 37,000
19Y0	38,000
19Y1	39,000
19Y2	40,000
19Y3	37,000
Thereafter through 19Y5	91,000
	<u>\$282,000</u>

**Note 7: Pension Plans**

[Deleted—See FASB Statement No. 87, *Employers' Accounting for Pensions* (AC P16), for current disclosure requirements.]

**Note 8: Backlog\***

The estimated gross revenue of work to be performed on signed contracts was \$4,691,000 at December 31, 19X8, and \$3,617,400 at December 31, 19X7. In addition to the backlog of work to be performed, there was gross revenue, to be reported in future periods under the completed-contract method used by the Company, of \$2,460,000 at December 31, 19X8, and \$2,170,000 at December 31, 19X7.

**Note 9: Risk Concentrations**

The Company's contract revenues and receivables, and costs on uncompleted contracts, are each divided approximately equally between residential and commercial sources, which are primarily located within 50 miles of its home office in Millburn, Connecticut. The Company generally requires a deposit of up to 20% of the contract price before commencing work and bills the balance upon completion.

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\* The presentation of backlog information, although encouraged, is not a required disclosure.



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